Kongsberg Maritime

Investor Presentation 2nd quarter/1st half year 2026

Lisa Edvardsen Haugan, President & CEO

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Historical figures may be subject to inaccuracies due to changes in business structure and internal transactions.

Strong market tailwinds

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Highlights Q2 2026

Long-term market tailwinds

Both in newbuilds and aftermarket

Strong newbuild execution

Solid scaling

Record order backlog

Supports forward visibility

Revenues Q2	EBITDA Q2	Order Intake Q2	Total Order Backlog
MNOK 6,651	MNOK 830	MNOK 7,231	MNOK 28,406

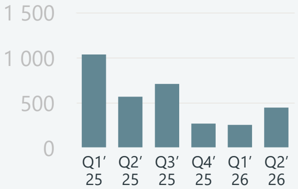
Newbuild order intake led by Offshore, Naval and Cargo

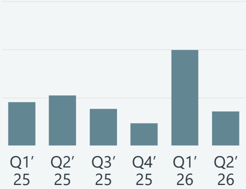


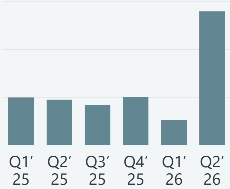


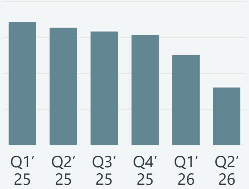

	Gas Carriers	Cargo	Naval & Government	Offshore Energy	Tug	Passenger	Other
Market characteristics	Sharp focus on energy efficiency and digitalisation	Focus on cost, energy and sustainability	Entering a defence-driven supercycle	Demand for new tonnage, upgrades and life extensions	Solid new build market growth driven by fleet modernization with electric era emerging	Growth market with strong cost discipline	Mixed – including fishing and special purpose segments
Share of KM's newbuild order intake YTD 2026	9%	18%	22%	27%	17%	5%	2%

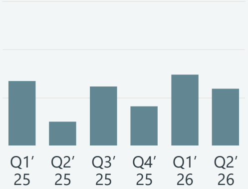
Newbuild order intake value per segment (MNOK)

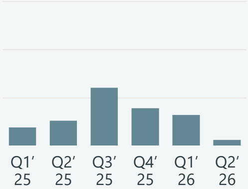


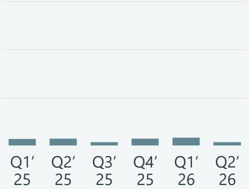












Stable aftermarket activity, Middle East situation adding uncertainty for customers

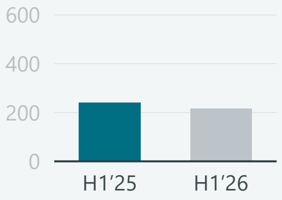


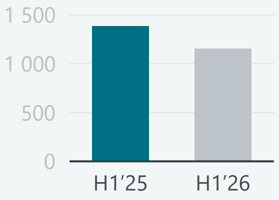


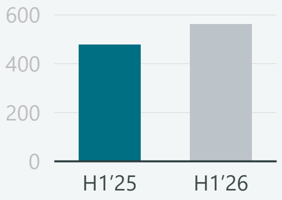


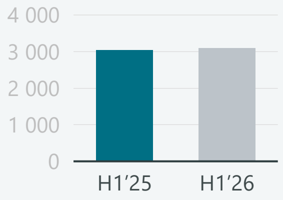
	Gas Carriers	Cargo	Naval & Government	Offshore Energy	Tug	Passenger	Other
Market characteristics	Reliability, uptime and energy efficiency remains key focus areas	Focus on cost savings and energy efficiency. Highly price sensitive	Reliability, lifetime extensions and second mid-life upgrades	Uptime, reliability, efficiency and operability. Demand for life extensions	Strong cost discipline. Opportunities in lifecycle business models	Focus on energy efficiency and cost discipline	Mixed – operational efficiency, lifetime extension and cost focus
Share of KM's aftermarket revenue YTD 2026	3%	18%	8%	47%	7%	10%	7%

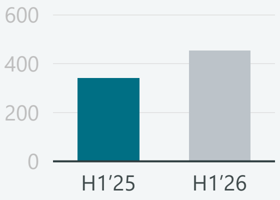
Aftermarket revenue per segment (MNOK)

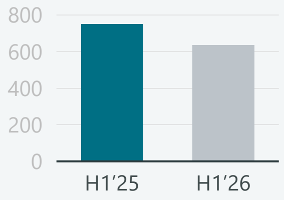


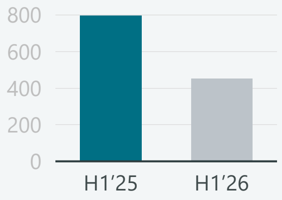






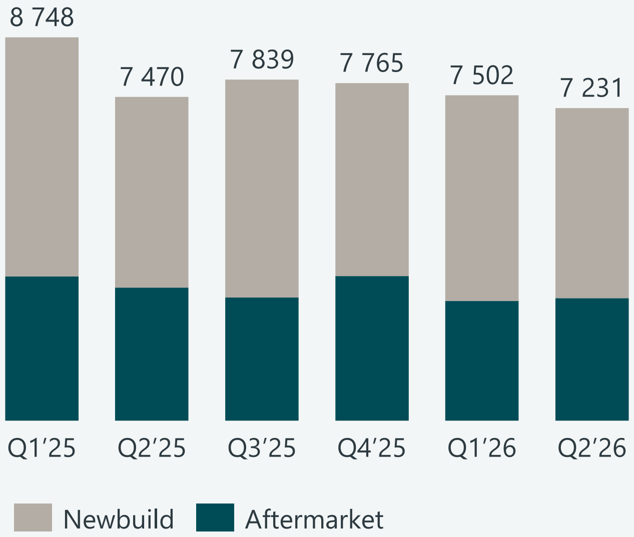




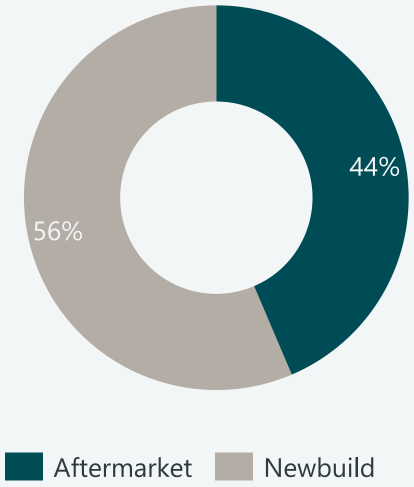


Solid book-to-bill reinforcing a record order backlog

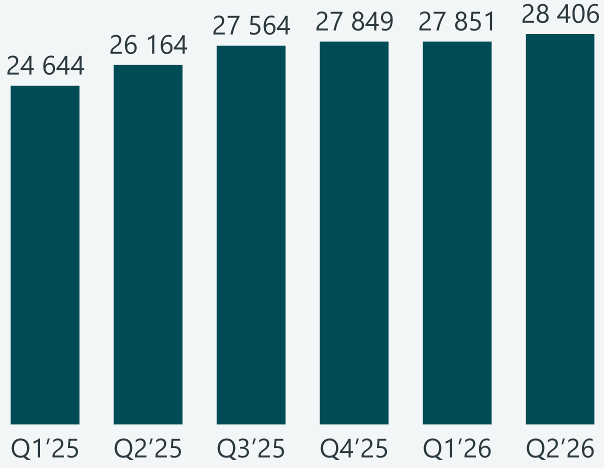
Order intake (MNOK)



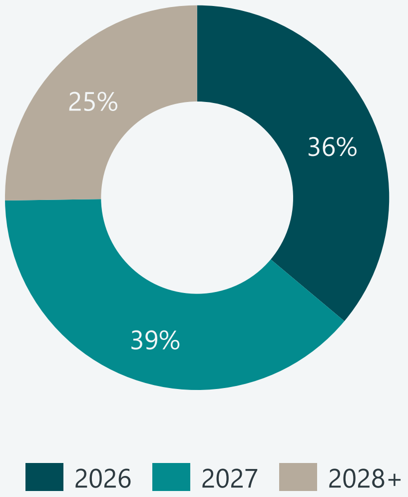
Order intake split Q2



Order backlog (MNOK)



Order backlog by delivery



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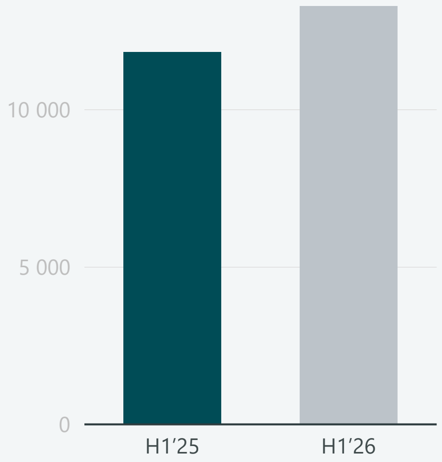
Financial Status

Financial Highlights 1st half year

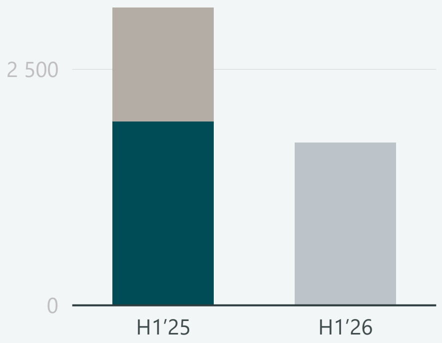
13.3 BNOK

REVENUES



1.7 BNOK

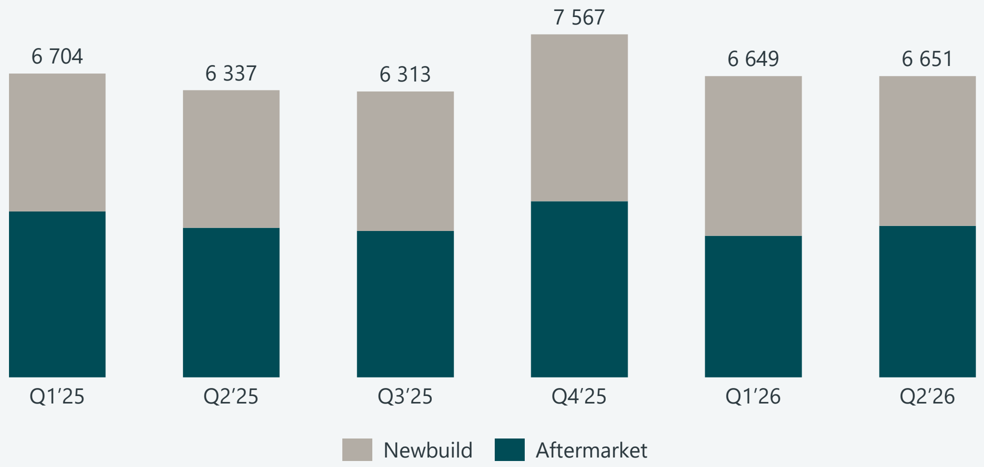
EBITDA Margin 13.0%



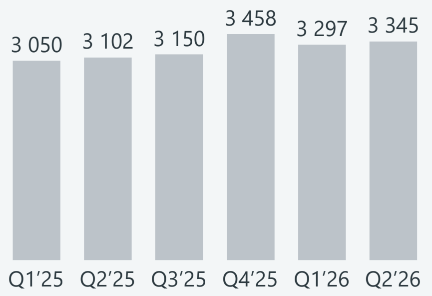
Gain from distribution of operations in brown

Revenues – underlying growth, changed project mix

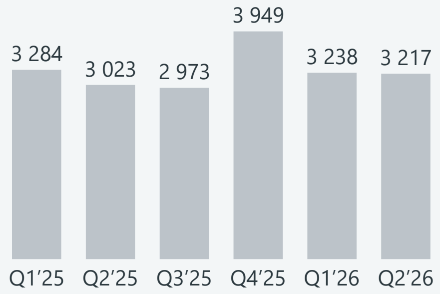
Revenues (MNOK)



Energy & Control

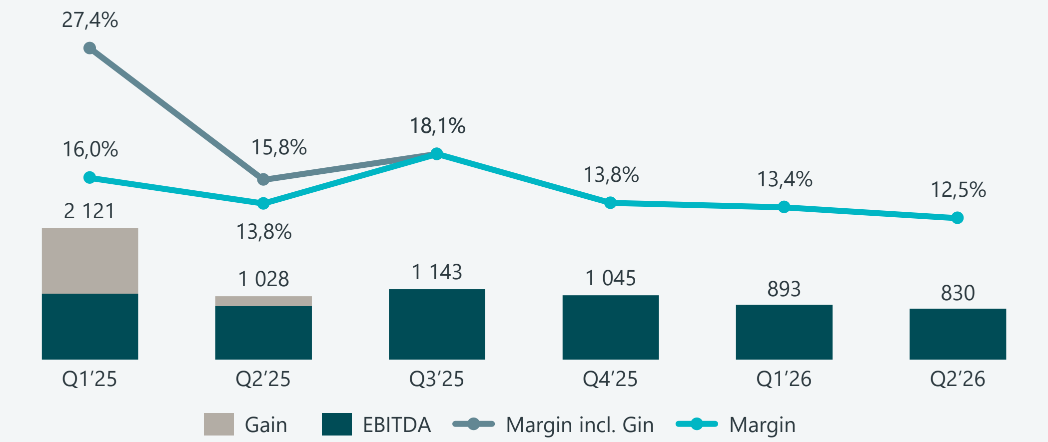


Propulsion & Handling

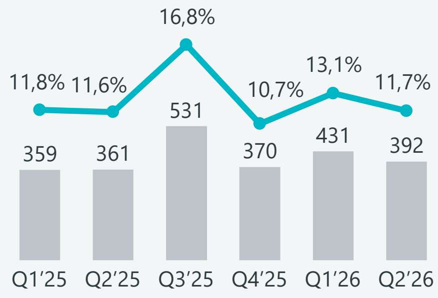


EBITDA – impacted by changed project mix

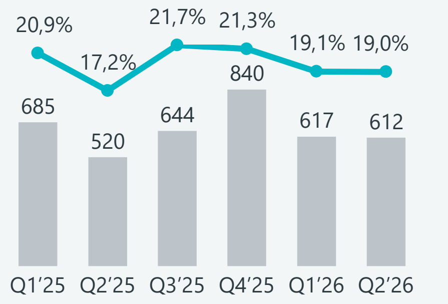
EBITDA and **EBITDA Margin** (MNOK, % of revenue)



Energy & Control



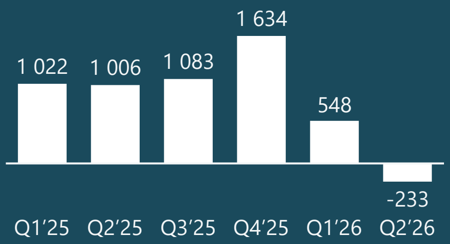
Propulsion & Handling



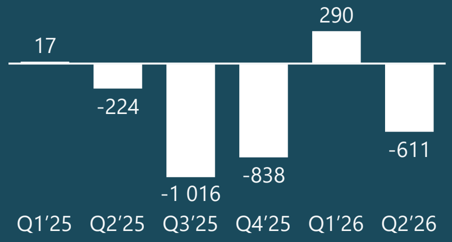
Solid liquidity and a strong balance sheet

MNOK

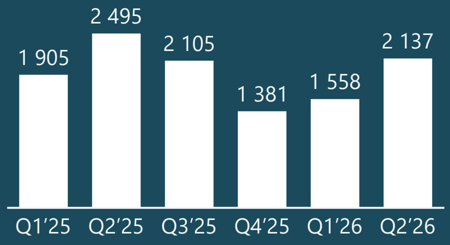
Net Cash flow from operating activities

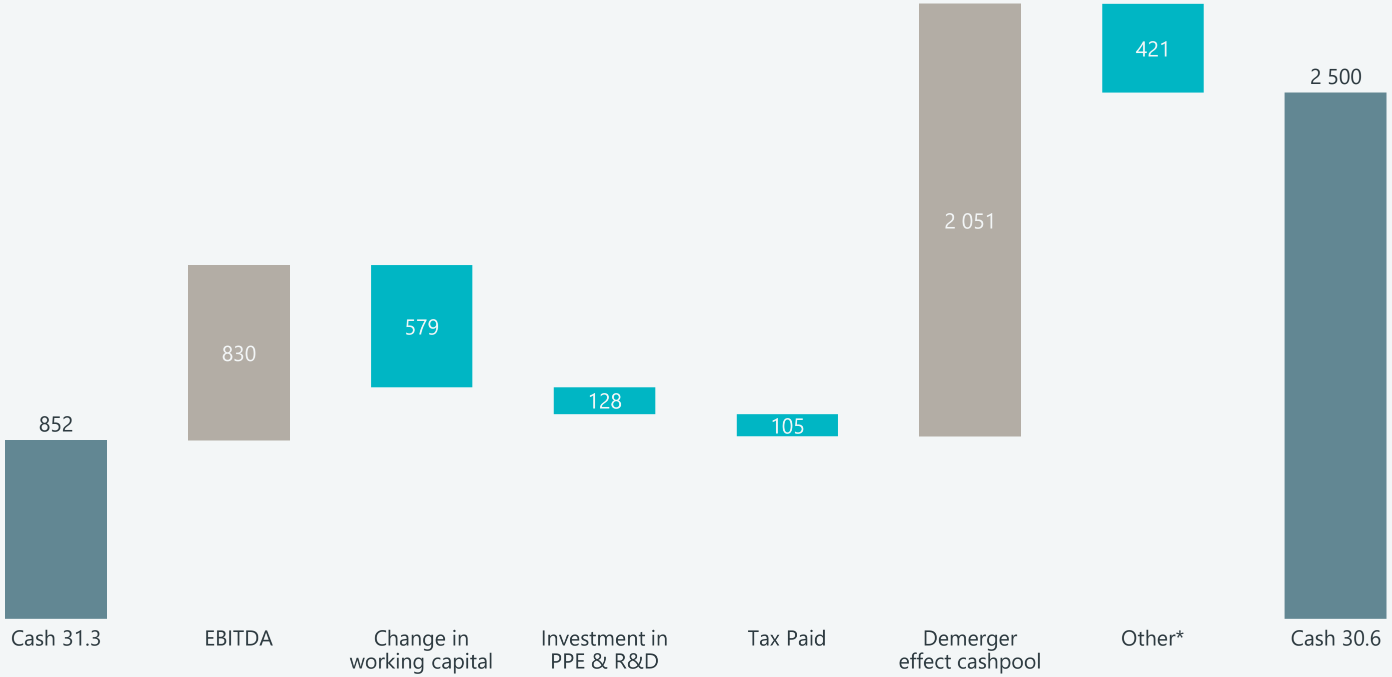


Net interest-bearing debt



Net working capital





**Includes the settlement of IT assets and net other demerger effects*

Navigating complexity to deliver profitable growth

Revenue navigated by innovation, domain knowledge and market tailwind

Margins anchored by solid project execution and cost control

Propelled by disciplined financial execution

Q&A

Thank you!

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